

OFFICE OF DIVERSITY AND EQUAL OPPORTUNITY

Endeavor

Winter/Spring 2017

NASA NEWS

MissionSTEM Summit Success!

By: Rebecca Doroshenk, EO Program Analyst



Dr. Jo Handelsman, Associate Director for Science at the White House Office of Science and Technology Policy

On August 8th and 9th, 2016 NASA's Office of Diversity and Equal Opportunity held the first-ever MissionSTEM Summit, as part of the larger NASA effort to enhance equal opportunity and diversity in the STEM fields. In attendance were university and museum grantees from across the country desiring to work collaboratively with NASA towards greater diversity and inclusion in STEM.

The Summit was an important catalyst for change and a vehicle for highlighting best practices. (See: Video Opening Session.) NASA Administrator Charlie Bolden, in a video greeting to Summit attendees, recognized the tremendous efforts NASA is making toward diversity and equal opportunity in STEM. He emphasized the effort as a shared journey with our partners, and

the criticality of diversity and inclusion to the Nation's scientific and economic future.

Participants saw a video by congressional representatives reflecting on diversity in STEM as both a moral and economic issue, upon which U.S. continued competitiveness depends. Representatives highlighted the need to open STEM to all by creating an inclusive and hospitable environment-including responding to the series of sexual harassment cases that have recently rocked a number of universities across the country.

NASA Deputy Administrator Dava Newman spoke of the frustration many feel; equal opportunity in STEM is progressing too slowly. She reiterated NASA's commitment to exponentially increase participation by women and minorities in STEM fields. She also implored Summit participants to assist NASA in this goal, as the frontline in training the next generation of STEM workers.

The MissionSTEM Summit keynote speaker was Dr. Jo Handelsman, Associate Director for Science at the White House Office of Science and Technology Policy. She spoke of the need to retain the STEM workforce by transforming educational practices, especially by embracing active learning and redesigning introductory courses. She stressed the expansion of access to advanced STEM courses in historically underrepresented schools and the

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Questions? Comments?

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need to address inherent biases in STEM organizational structures and media messaging. Dr. Handelsman implored the audience to consider: the future STEM workforce should resemble the U.S. demographic profile and be populated with critical thinkers about STEM (See OSTP's STEM for ALL, Broadening Participation in STEM, and Educate to Innovate campaign.)



Christina Tchen, White House Assistant to the President and Chief of Staff to the First Lady

Participants also heard from Christina Tchen, White House Assistant to the President and Chief of Staff to the First Lady, who spoke of work being done by the Obama White House to change the image of who may be a scientist. She thanked NASA, as a very active, enthusiastic participant in this endeavor. (See: The White House Science Fair.)

Attendees were treated to a number of panels, with interactive opportunities to ask questions and network. On day one, they heard a discussion led by National Science Foundation Director, Dr. France Cordova, and moderated by NASA Chief Scientist Dr. Ellen Stofan on the challenges in leveraging the power of diversity and inclusion in STEM. Key takeaways included the need to increase and retain diverse students and faculty by institutional commitment, mentoring, and the creation of community. (See NSF's INCLUDES.)

The first panel was a discussion of promising practices in leveraging the power of diversity and inclusion in STEM, introduced by Dr. Dava Newman and moderated by Dr. Alma Clayton-Pedersen, Senior Associate at Curtis Lewis & Associates. Shared promising practices among universities included efforts to change the culture within STEM departments, increase transparency, and transform expectations

about women in the sciences. The panel encouraged the creation of a sense of community and emphasized the importance for leadership to model appropriate behaviors and provide role models. (See ASEE's <u>Best Practices and Strategies for Retaining Engineering Students</u>).

Day one concluded with two panels providing information on how to access NASA grant and contracts, with an introduction by Dennis Andrucyk, Deputy Associate Administrator of NASA's Space Technology Mission Directorate, who emphasized the flexibilities allowed by grants and contracts. The contracts panel was moderated by Glenn Delgado, Associate Administrator of NASA's Office of Small Business Programs, and discussed the ability, through the use of contracts, to develop relationships and provide a more sustainable source of funding. They addressed the importance of providing research experiences for students from Historically Black Colleges and Universities, highlighting a successful contract between Orbital ATK and Florida A&M, by which both organizations and students benefitted. (See: NASA Mentor-Protégé Program).

The grants panel was moderated by Senior Grant Policy Analyst for NASA's Office of Procurement, Barbara Orlando. The discussion included an outline of NASA's MUREP and available internship, fellowship, and scholarship opportunities, as well as ongoing efforts in outreach to historically underrepresented populations in STEM. (See: NASA Pathways Programs).

Day two began with a panel on "growing" the STEM pipeline and increasing STEM workforce diversity. With an introduction by NASA Associate Administrator Robert Lightfoot and moderated by NASA Office of Education Associate Administrator Donald James, the panel emphasized workplace flexibility and changes to work structures, active participation by underrepresented students, creation of community by accommodation and openness, student role models, and personal empowerment. Interest in STEM begins in grade school; we must teach STEM in a way that excites to ensure that we have a diverse panel of candidates from which to choose.

The panel discussion "Making STEM Environments More Inclusive" was introduced by NASA Deputy Associate Administrator Lesa Roe and moderated by Dr. Ellen

Stofan, was devoted to the idea of making STEM academic environments more inclusive. Commitment to inclusion is needed at all levels, as a consistent effort to normalize the inclusion of historically underrepresented groups and ensure they have a sense of belonging within the STEM community.



Brenda Manuel, Associate Administrator for the Office of Diversity and Equal Opportunity

Next was a panel on advancing diversity through civil rights compliance, introduced by ODEO Associate Administrator Brenda Manuel and moderated by ODEO's Director of Program Planning and Evaluation David Chambers. Recommendations included ways to change recruitment and outreach without targeting by race, proactive self-evaluations by universities, and understanding that campus climate plays a critical role in the satisfaction of all students, including women and other underrepresented or underserved populations

In closing, "The Pathway Forward," was introduced by Brenda Manuel and comoderated by Drs. Ellen Stofan and Alma Clayton-Pedersen, with closing remarks by Dr. Dava Newman. Key takeaways included the need to address sexual harassment, stereotype threat, implicit biases. the imposter syndrome, and token licensing; all have significant impacts on diversity and inclusion. We need to change the culture in STEM, with institutional policies necessary from leadership. If the United States is to remain competitive in science and technology, we must embrace our identity as a Nation with changing demographics.

NASA's first MissionSTEM Summit, as a successful collaboration between the Agency and our grantee institutions regarding the sharing of our promising practices and challenges, is a tremendous leap toward greater diversity and inclusion within the STEM fields!

EEO MATTERS

New Movie Highlights NASA's Incredible African American Women Computers

By: Rebecca Doroshenk, EO Program Analyst



Hidden Figures, with a release date of December 25, 2016, is the remarkable story of Katherine Johnson, African American physicist, space scientist, and mathematician. Johnson made fundamental contributions to NASA's early work with digital electronic computers, as well as several historic launches.

The movie, based on the book by Margot Lee Shetterly and directed by Theodore Melfi, celebrates the groundbreaking accomplishments of three brilliant African American women in NASA's early days: Katherine Johnson (Taraji P. Henson), Dorothy Vaughn (Octavia Spencer), and Mary Jackson (Janelle Monae), and their pioneering contributions to NASA's aeronautics and space programs.

Johnson was born in 1918 in West Virginia. She graduated from high school at age 14 and attended West Virginia State College. After graduating with honors and degrees in math and French at age 18, Johnson was one of three African American students—and the only female—selected to integrate the West Virginia University graduate school in 1938 after a U.S. Supreme Court ruling.

Despite limited opportunities for African American women in the field, Johnson wanted to be a research mathematician. The National Advisory Committee for Aeronautics (later to become NASA) had recently opened positions to African American women in the Guidance and Navigation Department. In 1953, Johnson was offered a job on the early NASA team as a "computer," women who performed math calculations. Katherine's tremendous talents earned her attention and advocates. Katherine says she simply ignored racial and gender barriers.

From 1958 until she retired in 1986, Johnson worked as a NASA aerospace technologist. In 1959, she calculated the trajectory for the first American in space, Alan Shepard, and the launch window for his 1961 Mercury mission. In 1962, when NASA first used electronic computers to calculate astronauts' Earth orbits, John Glenn refused to fly unless Katherine personally verified the calculations. She calculated the trajectory for the 1969 Apollo 11 flight to the Moon and, in 1970, worked on Apollo 13's mission; Johnson's backup procedures and charts helped safely return the crew to Earth. Johnson co-authored 26 scientific papers.

On November 16, 2015, President Barack Obama awarded the Presidential Medal of Freedom to Katherine Johnson, as a STEM pioneer. In May 2016, the Katherine G. Johnson Computational Research Facility was dedicated at NASA's Langley Research Center in Hampton, Virginia—on the 55th anniversary of Alan Shepard's historic launch, which Johnson helped make possible.

To celebrate Katherine Johnson's lifetime accomplishments, NASA will be participating in a number of events and discussion panels over the next few months. Be on the lookout for a variety of upcoming occasions, by which NASA will join Hollywood in honoring one of its own: the extraordinary Katherine Johnson!

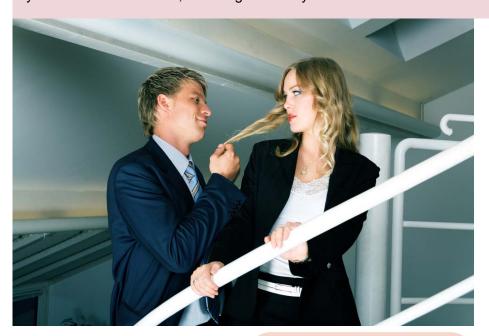




- Born in 1918, Johnson was so gifted she was enrolled in high school at 10.
- At 14, she attended West Virginia State University, where a special course in analytic geometry was created specifically for her.
- She is the recipient of numerous prestigious honors, including the NASA Lunar Orbiter Spacecraft and Operations Team Award for her work on the famed Apollo program.
- Johnson and the many other women at Langley Air Force Center were described as a "math whizzes in skirts."
- Johnson worked at the agency until 1986, when she retired after 33 years of service.

EEOC Report: Harassment in the Workplace

By: Rebecca Doroshenk, EO Program Analyst



Thirty years ago, the U.S. Supreme Court recognized claims for sexual harassment as a form of discrimination based on sex under Title VII of the Civil Rights Act of 1964. And yet, today, the U.S. Equal Employment Opportunity Commission (EEOC) continues to deal with a striking number of sexual harassment cases each year. A new EEOC "Report of the Co-Chairs of the EEOC Select Task Force on the Study of Harassment in the Workplace" offers emplovers guidance and recommendations to handle the persistent issue of workplace harassment. See https:// www.eeoc.gov/eeoc/task_force/ harassment/ for the complete report.

KEY FINDINGS

Workforce Harassment Remains a Persistent Problem. Almost one third of the approximately 90,000 charges received by EEOC in 2015 included an allegation of workplace harassment.

Workplace Harassment Too Often Goes Unreported. The least common response to harassment is to take some formal action - either to report the harassment internally or file a formal legal complaint. There Is a Compelling Business Case for Stopping and Preventing Harassment. Last year, EEOC alone recovered \$164.5 million for workers alleging harassment. Beyond that, workplace harassment affects all workers, and its true cost includes decreased productivity, increased turnover, and reputational harm.

It Starts at the Top - Leadership and Accountability Are Critical. Workplace culture has the greatest impact on allowing harassment to flourish, or conversely, in preventing harassment. The importance of leadership cannot be overstated.

Training Must Change. Much of the training done over the last 30 years has not worked as a prevention tool - it's been too focused on simply avoiding legal liability.

New and Different Approaches to Training Should Be Explored.

"Bystander intervention training" - increasingly used to combat sexual violence on school campuses - empowers coworkers and gives them the tools to intervene when they witness harassing behavior.

It's On Us. Harassment in the workplace will not stop on its own. We cannot be complacent bystanders and expect our workplace cultures to change themselves.

According to the EEOC report, when employees were asked if they had experienced "sexual harassment," with the term undefined, approximately one in four women (25%) reported experiencing "sexual harassment" in the workplace. When employees were asked whether they have experienced one or more specific sexually-based behaviors, such as unwanted sexual attention or sexual coercion, the rate of reported harassment rose to approximately 40% of women. When sex-based harassment at work is measured by asking about gender harassment-hostile behaviors devoid of sexual interest designed to insult and reject women—almost 60% of women report having experienced harassment.

In terms of filing a formal complaint, the percentages tend to be quite low. Studies have found that 6% to 13% of individuals who experience harassment file a formal complaint. The fears that stop most employees from reporting harassment are well-founded. One 2003 study found that 75% of employees who spoke out against workplace mistreatment faced some form of retaliation. Other studies have found that sexual harassment reporting is often followed by organizational indifference or trivialization of the harassment complaint as well as hostility and reprisals against the victim. Indeed, as one researcher concluded, in many work environments, the most "reasonable" course of action for the victim to take is to avoid reporting the harassment.

Harassment is more likely to occur where there is a lack of diversity in the workplace.

Preventing Harassment in the Work-place:

Workplace culture has the greatest impact on permitting or preventing harassment. Leadership commitment to a diverse, inclusive, and respectful workplace is imperative. Leadership and accountability create an organization's culture.

RECOMMENDED!

The EEOC report has the following recommendations for employers:

Employers should foster an organizational culture in which harassment is not tolerated, and in which respect and civility are promoted. Employers should communicate and model a consistent commitment to that goal.

Employers should assess their workplaces for the risk factors associated with harassment and explore ideas for minimizing those risks.

Employers should conduct climate surveys to assess the extent to which harassment is a problem in their organization.

Employers should devote sufficient resources to harassment prevention efforts, both to ensure that such efforts are effective, and to reinforce the credibility of leadership's commitment to creating a workplace free of harassment.

Employers should ensure that where harassment is found to have occurred, discipline is prompt and proportionate to the severity of the infraction.

Employers should hold mid-level managers and front-line supervisors accountable for preventing and responding to workplace harassment, including through the use of metrics and performance reviews.

If employers have a diversity and inclusion strategy and budget; harassment prevention should be an integral part of that strategy.

Organizations need a stated policy against harassment that sets forth behaviors that will not be accepted in the workplace and procedures to follow in reporting and responding to harassment.

Compliance training that teaches employees what conduct is not acceptable in the workplace should not be a canned, "one-size-fits-all" training. Effective compliance trainings are those that are tailored to the specific realities of different workplaces.

Workplace civility training focused on establishing expectations of civility and respect in the workplace, and on providing management and employees the tools they need to meet such expectations.

Bystander intervention training

could help employees identify unwelcome and offensive behavior based on a coworkers' protected characteristic under employment non-discrimination laws, could create a sense of responsibility on the part of employees to "do something" and not simply stand by, could give employees the skills and confidence to intervene in some manner to stop harassment, and could demonstrate the employer's commitment to empowering employees to act in this manner.

Harassment in the workplace will not stop on its own. The ideas noted above are helpful, but ultimately, may not be sufficient. It is on all of us to be part of the fight to stop workplace harassment.

Gender Stereotyping under EEO Laws

By: Don King, EO Complaints Manager



Over the past 30 years, EEO law has evolved to clarify that sex discrimination can take a number of different forms. These include pregnancy discrimination, sexual harassment, and sex or gender stereotyping. While all of these areas

continue to evolve, this last area, gender stereotyping, reflects tremendous societal change over the past the years, beginning with the case of Price Waterhouse v. Hopkins in 1989 and continuing through to recent EEOC and federal case law.

Gender Stereotyping and "Mixed Motives"

Ann Hopkins, the plaintiff in Price Waterhouse,

filed a complaint of gender discrimination after being refused a promotion to partnership in the firm. The evidence included statements by defendant managers who indicated that their decision not to promote Ms. Hopkins to partnership was predicated, in part, on her masculine dress, behavior, and speech. In sworn testimony, members of the partnership committee indicated that if Ms. Hopkins only acted in a more "feminine" manner, she would certainly have been promoted to partner.

Testimony noted her caustic and aggressive manner, management style, and masculine appearance were major determinants in her being denied by the partnership committee. Alternatively, the partnership committee members also noted considerable concern about her irascible management style and her proclivity to intimidate, alienate, and abuse her subordinates.

Evidence that inextricably correlates discriminatory animus to adverse actions on the part of management, constitutes direct evidence of discrimination. In Price

Waterhouse, the Supreme Court noted that the promotion committee members' statements constituted direct evidence of gender discrimination. They clearly admitted that their decision was predicated at least in part upon her gender. However, the Supreme Court determined that despite direct evidence of discrimination, there also was evidence of legitimate considerations -- namely her difficult management style.

Under these circumstances, the Court found that an employer may avoid liability if it demonstrates that it would have made the same decision notwithstanding the discriminatory animus. In this context, the discriminatory motivation constitutes but one of the contributing factors to management's ultimate action. In other words, under Price Waterhouse, discrimination has to be the "but for" basis for discrimination in order for the plaintiff to prevail. Thus, the employer could escape liability if it presented "mixed motive" evidence, showing that despite evidence of discrimination, there was at least some legitimate grounds for taking the disputed action.

In a rare move, Congress acted specifically to rebuke the Price Waterhouse decision by issuing legislation specifically rejecting the Court's conclusion.

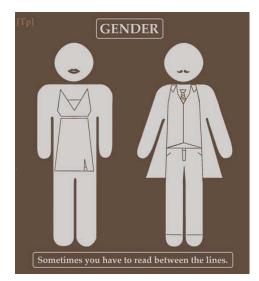
The Civil Rights Act of 1991 cited the Price Waterhouse decision in the legislation, leaving no question as to its motivation for issuing the act. In response to Price Waterhouse, the Act provided that where there is evidence that discrimination was a motivating factor for an employment decision, the employer is liable for injunctive relief, attorney's fees, and costs (but not individual monetary or affirmative relief) even if it can prove it would have made the same decision in the absence of a discriminatory motive. In this way, an employer cannot be absolved of discriminatory behavior even if it proves that there was a "mixed motive" that resulted in the contested action.

The Evolution of Gender Stereotyping

In contrast, Price Waterhouse is also becoming the predicate for perhaps the most significant expansion of the scope of Title VII of the Civil Rights Act in decades. The EEOC as well as Federal courts are drawing from this case to usher in a new perspective on Title VII pro-

tections for the LGBTQ community. The issue of gender stereotyping as a form of gender discrimination was first firmly enshrined in Price Waterhouse.

The fact that Ann Hopkins was perceived to have masculine characteristics was viewed as objectionable to the partnership committee members. The testimony of committee members addressed their preference for Ms. Hopkins to conduct herself in a more feminine manner, including her dress, speech, and mannerisms.



In essence, the partnership committee, by their own admission, would have rated her more highly if she comported herself in a more lady-like manner. This even included those who advocated on her behalf. The Supreme Court rejected this mode of thinking as discriminatory behavior predicated on gender. According to the Court, "[a]s for the legal relevance of sex stereotyping, we are beyond the day when an employer could evaluate employees by assuming or insisting that they matched the stereotype associated with their group," Price Waterhouse at 251.

This concept was adopted by the EEOC in 2012 when it issued the landmark case of Macy v. Department of Justice, EEOC No. 0120120821 (EEOC 2012), wherein it first found that gender stereotyping related to a transgender employee was a form of sex discrimination under Title VII of the Civil Rights Act.

The EEOC further extrapolated from Price Waterhouse in the case of Baldwin v. Department of Transportation, EEOC No. 0120133080 (EEOC OFO 2015). It deter-

mined that not only was gender stereotyping a form of sex discrimination, but that discrimination based on sexual orientation also fell within the ambit of sex discrimination. This was a direct reversal of prior well-established EEOC case law that specifically omitted sexual orientation cases from Title VII. The idea is that sexual orientation discrimination is a form of unlawful gender stereotyping where individuals are treated unfavorably because their orientation is contrary to the stereotypical male-female precepts.

This is a major development in EEO jurisprudence. There are Circuits that are grappling with these cases with mixed results. Some Circuits agree with the EEOC's theorem while other disagree. As such, there is what is called a "split among the Circuits," which typically results in the Supreme Court taking on the issue to resolve the inconsistency among the Circuit Courts.

This matter is still in process, so we all will have to wait. In the meanwhile, Price Waterhouse stands alone as providing leading legal precedent for this major expansion of EEO law.



- -Gender Stereotyping starts at birth. For example, boys are dressed in blue outfits while girls and dressed in pink outfits.
- -Children are aware of gender roles by age 2 or 3. at a young age children are given "gender appropriate" toys—cars for boys and dolls for girls.
- -Gender roles influence the choices we make in life. Women outnumber men in care related occupations such as child care, healthcare, and social work.
- -Despite an increase in education and professional success, women still make less than men. On average, women make about 77 cents on the dollar.



<u>Fair and Neutral</u>. The neutral party assigned to the case has no vested interest in the dispute and can be objective, encourage active listening, promote understanding, and generate a wide variety of options.

<u>Confidential.</u> EEO ADR typically involves the disputing parties and their designated representatives, if any. An individual with authority to make decisions may also attend or be available to the parties, if needed. Witnesses are not called, and evidence is not produced. The neutral party is bound by strict confidentiality to keep anything shared during the mediation in confidence unless otherwise permitted or required by law to disclose.

Accessible. NASA offers EEO ADR at both the informal and formal stages of the complaints process.

<u>Parties Maintain Control of the Outcomes</u>. Parties design their own solutions. Through the exchange of information and ideas, parties make choices on what is in their best interest.

<u>Structured Dialogue</u>. Ineffective communication can cause workplace disputes. EEO ADR offers the opportunity to improve communication through structured dialogue where conversations can be facilitated to ensure they are meaningful and productive.

<u>Better Relationships</u>. EEO ADR is a professional way to deal with workplace disputes. Although disagreements will occur, how we choose to deal with them lays the foundation for our working relationships with others and how we serve our customers. Even if agreements cannot be reached, one can build a relationship of respect by trying to talk and work things out instead of avoiding or doing nothing and allowing the matter to escalate.

<u>No Admission of Liability</u>. Settlement agreements reached during mediation are not admissions by NASA of any violation of law. Instead, it is a cost- effective means to resolve cases without further exposing the Agency to potential risk or liability.

<u>Saves Time and Money</u>. Litigation and adjudication generally costs significantly more and can take years to reach a decision.

<u>Settlement Agreements are Durable</u>. There is more buy-in from the parties because they craft the outcomes themselves. Settlement agreements do not require admission of liability and are legally enforceable. Additionally, unlike decisions that are published, the terms of the settlement agreement are not routinely disclosed.

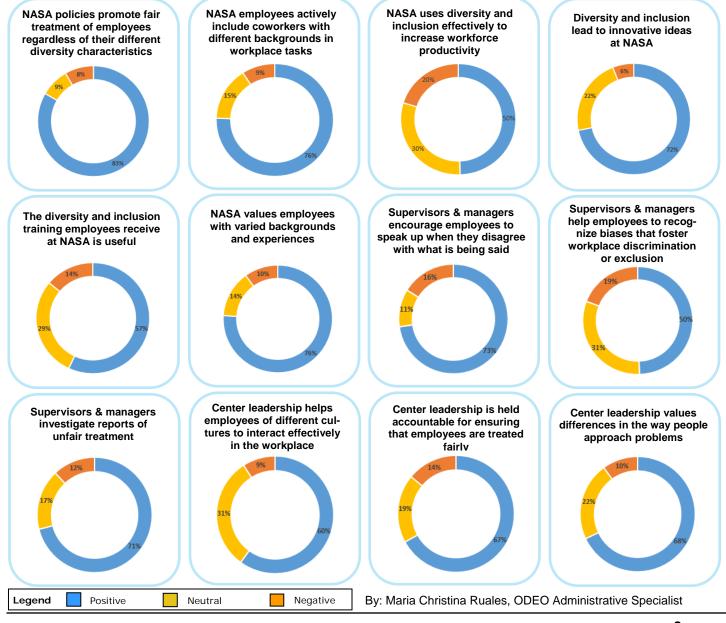
<u>It Works!</u> More than half of all EEO ADR sessions conducted at NASA end in a resolution. When EEO ADR is used, it typically results in a mutually acceptable settlement, the scope of the issues is narrowed, or a pending action is withdrawn. Even when a settlement is not reached, the parties benefit from the process, which leads to improved work environments.

DIVERSITY CORNER

A CLOSER LOOK

2014 D&I Assessment Survey Report

NASA conducted its first D&I Assessment Survey in FY 2011, its second in FY 2014, and plans to conduct a third iteration in FY 2017. The D&I Surveys have provided a rich source of data on employee perceptions about their workplace environment. This data has helped to inform strategies and actions under the Agency's D&I Strategic Plans, which seek to address D&I related concerns at every level of the workforce. The following data points provide a snapshot of employee views on the progress of the Agency's D&I efforts in 2014. They also reflect a baseline for assessing whether we have continued to make progress when we re-deploy the survey this year.



SPOTLIGHT

Headquarters

By: Aisha Moore, Acting Director, EODM Division, HQ Operations



On October 1, 2016, NASA Headquarters (HQ) held its second annual Diversity & Inclusion Town Hall in the James E. Webb Auditorium. The Town Hall objectives were to:

- Provide greater insight into Diversity and Inclusion at Headquarters.
- Enable high scoring organizations to share information, ideas, and best practices.
- Support efforts to create a greater "sense of community" within Headquarters.
- Introduce and generate excitement about the new HQ "Include Me" change effort (i.e., approach for creating HQ Diversity and Inclusion Strategic Plan).

The Keynote Speaker was an acknowledged thought-leader in the field of Diversity and Inclusion, Bruce Stewart, Managing Partner, Vitruvian Worldwide. Mr. Stewart delivered an engaging and interactive presentation on the topic of "Changing the Game on Diversity and Inclusion in the Federal Government."

The Town Hall also serves as the venue for recognizing an HQ organization's successful efforts to incorporate the principles of diversity and inclusion by awarding that organization the annual Diversity and Inclusion Eagle Award. The winner of the Eagle Award is the organization with the highest scores on the questions related to diversity and inclusion on the Federal Employee Viewpoint Survey.

This year's Eagle Award winner was the Office of Safety and Mission Assurance (OSMA). Terrence W. Wilcutt (Colonel, USMC) Director, Safety & Mission Assurance, Johnson Space Center, accepted the award and spoke about OSMA's commitment to inclusion and the principled importance of inclusion to his organization

and the Agency. Mr. Wilcutt was joined by Harold Bell and Deirdre Healey. The award was presented to OSMA by Nichole Pinkney, Assistant Director, Headquarters Operations (HQ Ops) and the previous years (2015) Eagle Award winners, Office of General Counsel, represented by Jay Steptoe and Shari Feinberg. The passing of the award is to encourage good spirited competitiveness as each organization strives to continued success and retention of the golden Eagle award.



Eagle Award for the Office of Safety and Mission Assurance

A highlight of the event was the Diversity and Inclusion video, showcasing members of the HQ community who spoke about their perception of inclusion and how it has affected their environment and experience. The theme of the video was #includeme, a hashtag that will continue to be used to tag the HQ D&I events and programs. Videos of the program may be accessed as follows:

- 2016 Live D&I Program: https://youtu.be/oPU9EepTP14
- NASA HQ Diversity and Inclusion 2016 – Vignette https://youtu.be/g24Zua8TF00
- NASA HQ Diversity and Inclusion 2016 - Montage https://youtu.be/YwE4w7zdptk

The D&I Town Hall was not only a celebration of the Agency's dedication to the principles of innovation and excellence, but was the kickoff event for the Headquarters D&I Inclusion Agent Change Effort. Taking our marching orders from the Office of Diversity & Equal Opportunity (ODEO) Agency Strategic Plan the HQ Ops Equal Opportunity and Diversity Management (EODM) Office, in partnership with the HQ D&I Council, sought to create an engaging platform for the HQ employee community to have a voice in designing, creating, and implementing the HQ D&I Plan.

Realizing that our strength as an Agency and HQ community lies in recognizing and incorporating the powerful HQ talent pool from the onset of this effort, HQ Ops EODM and the D&I Council

created the Inclusion Agent Change. The purpose of the Inclusion Agent Change is to identify the barriers to diversity and inclusion at HQ and to effectively develop solutions to eliminate those barriers.

In addition to HQ's D&I program, the HQ employee resource groups have ramped up their recruitment and educational opportunities, setting a new bar for success.

On October 4, 2016, HOLA and Equal Opportunity and Diversity Management Division (EODM) hosted the Hispanic Heritage Month celebration, Aspira con NASA / Aspire with

NASA, highlighting stories of aspiration, inspiration and exploration. Opening remarks were given by NASA Administrator Charles Bolden and Krista Paquin, Associate Administrator for NASA Headquarters



Some of the D&I Town Hall attendees

Mission Support. The program featured guest speakers Diana Trujillo, Mission Lead for Mars Curiosity Rover, and former NASA Astronaut José Hernández.

HOLA also took a trip to the White House, inviting its members to participate in experiencing the White House during the last days of the Obama administration. More than 20 members participated in this memorable trip, learning the history of the White House, the daily schedule and delighting in the tidbits of insights shared by the Secret Service Agents throughout the House.

Through the many efforts described above, EODM believes we are well on the way to making D&I a part of the fabric of daily work like and organizational decision-making at HQ.

NASA Supports Conflict Resolution Day Initiative

By: Judy Caiban, ADR Program Manager



For the third consecutive year, the National Aeronautics and Space Administration (NASA) celebrated the Conflict Resolution Day Agency-wide. Each Center took the responsibility to conduct its celebration, and each celebration was a resounding success.

NASA Administrator Charles Bolden kicked off these events with a video supporting and encouraging engagement and participation from all employees. In his video message, Mr. Bolden reiterated NASA's commitment to maintain an environment in which every employee has the tools to address conflict when it arises and to do so

without fear of reprisal. Mr. Bolden also emphasized the Agency's upcoming mandatory EEO Alternative Dispute Resolution (ADR) training for our managers and supervisors. Finally, the Administrator emphasized the value of early and informal resolution of complaints, which in turn helps to maintain a healthy productive NASA work environment.

In addition to hosting a wide variety of informative activities, including open houses, training events, and disseminating the Administrator's message, the Centers collaborated and livestreamed across the Centers two events sponsored by Johnson Space Center and Goddard Space Flight Center, respectively, "Working With People Who Are Not Like Me" and "American Girls: Social Media and the Secret Lives of Teenagers." This year's participation in all events was up by 30% when compared to last year and 50% more when compared to the first time NASA observed Conflict Resolution Day in 2014.

Center EEO Offices partnered and will continue to work together with Human Capital, Diversity and EO, Ombuds, Labor, Safety and Mission Assurance, and other federal agencies, such as such as Equal Employment Opportunity Commission and Department of Defense, to promote employee awareness of the many programs available within the Agency to resolve and address different types of conflicts affecting the workforce.

SPECIAL THANKS

to the Endeavor Team!

Judy Caniban
David Chambers
Rebecca Doroshenk
Don King
Aisha Moore
Maria Christina Ruales

ENDEAVOR CHALLENGE



Unscramble the words and write your answer in the boxes to the right of the scrambled letters. Each box is assigned a number. When you are finished unscrambling all of the words, fill in the secret message!

